

**CHAPTER 1
DUTIES AND RESPONSIBILITIES**

1. **GENERAL.** This Safety Program applies to all regiments, committees, sections, staff, employees and support elements assigned, attached, or otherwise detailed for duty with the ROTC Advanced Camp for both garrison and field activities). The Safety Program goals and objectives for Advanced Camp are to:

- a. Provide a safe and healthy training environment for cadets, cadre, staffs and support soldiers.
- b. Suffer no loss of life, serious (disabling) injuries or material damage/loss.
- c. Reduce manpower and monetary losses that result from improper training, inadequate preparation of training sites, or other unnatural conditions or acts.
- d. Introduce cadets to the process of risk management and mitigation in a variety of training environments.

2. **REFERENCES.** Required and related publications are listed in TAB 1.

3. **RESPONSIBILITIES.**

a. Camp Commander is responsible for accident prevention in all operations and activities, and the promotion of a full and effective implementation of the Army Safety and Occupational Health Program throughout the Advanced Camp. Specifically:

(1) Take all necessary steps to provide safe and healthful working and living environments for all personnel under his command or control, in accordance with sound risk management principles.

(2) Provide hazard recognition and correction training to assign military and civilian personnel.

(3) Include policies and procedures that will minimize accidental loss, and maximize mission accomplishment in all standing operating procedures, operations orders, and other directives.

(4) Monitor work places, barracks, and training sites; observe performance practices to ensure adherence to established standards and procedures.

(5) Investigate and report accidents to determine causes, in accordance with TAB 2.

(6) Initiate additional accident prevention measures necessary to control hazards and resource losses for which there are no prescribed or established standards or procedures.

(7) Enforce procedures that assure minimum accidental losses during training, in accordance with sound risk management principles. Assure coordination,

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communication and integration of accident prevention efforts with the support elements from other commands and services involved in Advanced Camp.

(8) Appoint a camp safety officer as the principal staff advisor to the Commander for all matters concerning safety and accident prevention.

b. Regimental Commanders, Committee Chiefs, Staff Officers, Supervisors and Non-Commissioned Officers:

(1) Ensure that cadets and staff personnel under their supervision understand and follow tasks and standards.

(2) Ensure that the tasks and standards are appropriate to minimize accidental injury and equipment damage/losses during the performance of the task or mission.

(3) Conduct safety inspections IAW TAB 3 (Inspections).

(4) Identify Hazards and corrective actions. (TAB 4, Hazard Reporting/Control Process)

(5) Conduct an effective Risk Management Program IAW FM 100-14, Risk Management.

(6) Promptly evaluate and take action as needed to correct hazards reported by subordinates.

(7) Appoint a safety coordinator as the principal advisor to the Commander/Committee Chief for all matters concerning safety and accident prevention.

(8) Ensure that the safety coordinator establishes an effective liaison with the Camp Safety Office.

(9) Conduct safety briefings for all personnel as required.

(10) Report all accidents IAW TAB 2.

(11) Educate the cadets on the Risk Management Process.

(12) Designate platoon cadet safety officers to assist in the application of the Safety Program in the planning and execution of the cadet training.

c. Operations and Training:

(1) Establish/enforce appropriate uniform and equipment requirements and prohibitions.

(2) (Make known the type and location of medical support, evacuation plans and medical facility for evacuation if needed. Make known the emergency radio frequencies/call signs and telephone numbers, as appropriate.

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d. Logistics:

(1) Responsible for procuring and maintaining guidance for special protective clothing and equipment, including but not limited to items such as respirators, gloves, footwear, goggles, ear plugs and NBC equipment.

(2) Serve as proponent for all accident prevention efforts in supply management.

(3) Ensures that all camp personnel operating government vehicles and other equipment are properly trained and licensed.

(4) Responsible for oversight of hazardous material handling, use, storage and disposal.

e. Chief, Camp Safety:

(1) Serve as the commander's principal staff advisor for safety and occupational health issues.

(2) Manage the organization Safety Program Functional Elements, as listed in AR 385-10 and FORSCOM Reg. 385-1, and CC Reg. 145-3.

(3) Complete the Fort Lewis Unit Safety Management Course.

(4) Report periodically to the commander on accident prevention program status.

(5) Establish organizational criteria for accident reporting.

(6) Keep the commander informed and current on the requirements for initial response, reporting, control, and investigation of all army accidents.

(7) Monitor the Regimental and Committee accident prevention programs.

(8) Serve as point of contact for formal and informal hazard reporting programs and issues, as outlined in TAB 4.

(9) Serve as the unit point of contact for the Risk Management Process following the procedures in TAB 5.

f. RTO:

(1) Conduct a Pre-camp safety inspection of buildings and equipment. (Safety Inspection Checklist furnished under separate cover.)

(2) Conduct an active safety program, to include daily inspections.

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(3) Conduct a safety briefing for all personnel assigned immediately following inprocessing.

(4) Designate the cadet regimental executive officer as the cadet safety officer for the day. Require a daily report of observations and recommendations, to include fire prevention in both the garrison and training areas.

(5) Ensure that all vehicles transporting cadets have a cadre officer or NCO ride in the assistant driver's position to enforce safety during mounting and dismounting and to ensure the operator drives in accordance with post regulations and posted speed limits.

(6) Ensure that troop units exposed to vehicular traffic have traffic vests (FSN 8415-177-4974) for the following personnel:

(a) Road guards.

(b) OIC/NCOIC with marching troops.

(c) Troops in leading and trailing ranks of marching troop formations.

(7) Ensure that during the hours of darkness and periods of reduced visibility, road guards in troop formations have a flashlight (Ray-O-Vac #310 with torch--FSN 6230-000-000).

(8) Ensure that fire plans are current and posted in each building used by cadets, and that all occupants are familiar with the same.

(9) Conduct a fire drill for all personnel present within 24-hours of the last cadet reporting to camp.

(10) Ensure all duty officers and Nocks, guards, CQs, and all other duty personnel are familiar with fire reporting procedures and all emergency action instructions.

(11) Conduct a thorough inspection of all personnel and weapons to ensure ammunition, pyrotechnics, and similar items of munitions are not on the person or in the weapon of an individual upon the conclusion of any training involving these items.

(12) Post a list of the following emergency telephone numbers:

(a) Ambulance/Fire/Military Police. 911

(b) Dispensary. (TMC #9) 967-4759

(c) Camp TOC 967-1767

(13) Conduct inspections following scheduled marches and extensive field exercises.

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(14) Conduct safety awareness training for off duty activities (running, swimming etc.), holidays periods and at other times when greater numbers of accidents commonly occur.

(15) Ensure that the Camp Safety Investigator prior to their departure has interviewed cadets released from camp due to accident or injury.

g. **Committee Chiefs:**

(1) Responsible for accident prevention training management, and Range Safety and Range Safety Officer Testing and Validation.

(2) Ensure compliance with Ft Lewis range and fire regulations during the conduct of training.

(3) Apply the risk management process (TAB 5).

(4) Incorporate the cadet buddy system into all training and other events (i.e. garrison events, off duty activities, etc.). Ensure cadet buddy teams understand the importance of individual safety overwatch, for example in the recognition and first aid for heat injuries.

(5) Check appropriate qualifications for instructors, trainers, drivers, lifeguards, rappel personnel, etc.

(6) Require special preliminary training of cadets prior to engaging in medium or high-risk training.

(7) Make known the dangers inherent in a training event (i.e. risks associated with terrain, off limit areas, weather, animals, vegetation, water, vehicles, equipment, weapons, ammunition and pyrotechnics).

(8) Make known the location and responsibilities of safety personnel.

(9) Make known the location/use of safety equipment/materials.

(10) Conduct safety briefings for all participants prior to and as appropriate, during training.

(11) Establish reporting procedures for unsafe acts/conditions and accidents (IAW TAB 2). Provide a copy of the Accident/Injury Report to the Safety Office.

(12) Obtain range or training facility clearance from Range Control before conducting any live firing.

(13) Coordinate with tactical officers concerned to ensure that prompt reports of accidents or significant incidents occurring enroute to, from, or during training, are made to the Camp Safety Officer (or COD during non-duty hours).

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(14) Complete a daily risk assessment worksheet and maintain file copies.
(TAB 5, FIGURE K-4)

h. Regimental or Committee Safety Coordinators:

- (1) Be appointed in writing.
- (2) Be in the rank of staff sergeant or above.
- (3) Report directly to the Commander/Committee Chief on accident prevention program-related matters.
- (4) Perform the Unit Safety Program Management Functions.
- (5) Serve as the Commander's/Committee Chief's principal advisor on issues relating to safety or occupational health.
- (6) Monitor and report periodically to the Commander/Chief on the status of the regiment/committee accident prevention program.
- (7) Conduct facility/site surveys.
- (8) Conduct ongoing survey and evaluation of organizational operations, equipment, and activities.
- (9) Manage the organization's Risk Management Process. A risk assessment will be complete IAW TAB-5.
- (10) Serve as POC for hazard reporting programs and issues (TAB 4).
- (11) Serve as the regiment/committee POC for issues relating to the Occupational Safety and Health Association (OSHA) standards and regulations.
- (12) Ensure all newly assigned personnel receive a briefing on the organization Accident Prevention Program immediately upon arrival in the unit.
- (13) Coordinate all safety-related issues with the Camp Safety Office.

i. TOC Duty Officer/NCO:

- (1) Provide spot reports of any serious accidents during off-duty hours to the Commander. The report will include the name(s) of the individual(s) involved; a summary of the available information relating to the incident or accident; and actions and notifications already completed.
- (2) Report all accidents and injuries to the I Corps EOC and the Camp Safety Office ASAP.
- (3) Record these reports on the Accident/Injury Report (TAB 2, FIGURE K-1).

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(4) Provide a copy of the Accident/Injury Report to the Camp Safety Office.

j. Individual soldiers, employees and cadets:

(1) Comply with rules, regulations, and standing operating procedures.

(2) Correct hazards whenever and wherever possible. Report uncorrected hazards to the chain of command.

(3) Use appropriate protective clothing and equipment when required by directives, standard practice, and whenever protection is needed to prevent occupational injury or illness.

(4) Report all accidents.

(5) Warn others of known hazards or of their failure to observe regulations or other standards.

4. General. Accident prevention is a leadership responsibility. All leaders will comply with the accident prevention program and establish any necessary additional requirements to ensure the control of accidental losses of personnel, equipment, material and facilities under their control. The accident prevention program consists of safety program management functions, accomplished by the Unit Safety Officer, and safety leadership programs, accomplished by the responsible section. Within Advanced Camp, these are outlined as follows:

Safety Program Management Functions (responsibility of Camp Safety Officer):

(a) Maintain program files, references and publications

(b) Accident reporting and investigation (TAB 1)

(c) Inspections (TAB 2).

(d) Hazard Reporting (TAB 3).

(e) Risk Management Process (TAB 4)

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5. References

- a. AR 5-3
 - b. AR 5-9
 - c. AR 40-9
 - d. AR 385-9
 - e. AR 385-10
 - f. AR 385-11
 - g. AR 385-15
 - h. AR 385-16
 - i. AR 385-26
 - j. AR 385-30
 - k. AR 385-40
 - l. AR 385-55
 - m. AR 385-63
 - n. AR 385-64
 - o. AR 385-95
 - p. AR 420-90
 - q. AR 700-141
 - r. FM 100-14
 - s. FORSCOM REG 385-1
 - t. Cadet Cmd Reg. 145-3
 - u. FL Pam 385-1-1
- Installation Management and Organization
Interservice Support Installation Area
Coordination
Preventative Medicine
Safety Requirements for Military Lasers
the Army Safety Program
Ionizing Radiation Protection
Water Safety
System Safety Engineering and Management
Use of Explosives and Pyrotechnics in Public
Demonstrations Exhibitions and
Celebrations
Safety Color Code Markings and Signs
Accident Reporting and Records
Prevention of Motor Vehicles
Policies and Procedures for Firing
Ammunition For Training, Target Practice
and Combat
Ammunition and Explosives Safety Standards
Army Aviation Accident Prevention
Fire Protection
Hazardous Material Information System
Risk Management
Forces Command Safety Program
Precommissioning Training and Leadership
Development
I Corps and Fort Lewis Risk Management
Guide: Tactical Training and Operations,
dtd 29 Sep 97

TAB A
ACCIDENT INVESTIGATION AND REPORTING PROCEDURES

1. **PURPOSE.** To establish procedures for investigating and reporting accidental losses.

2. **SCOPE.** All accidents and injuries are reportable. This figure applies to all sections for both garrison and field operations.

3. **DEFINITIONS:**

a. Serious injury: An injury requiring the cadet/cadre to be evacuated from the training site to a higher medical care facility.

b. Non-serious injury: An injury that can be treated by the on site medical care support and the injured party is returned to duty.

c. Reportable injury/accident: All injuries (serious and non-serious) and accidents are reportable.

d. Recordable injury/accident: All injuries that require the injured party to miss 24 hrs or more of duty. The Camp Safety Office will determine recordable injuries. All accidents where equipment damage is greater than \$2000.

4. **GENERAL.**

a. In accordance with AR 385-40, any soldier who is involved in or otherwise becomes aware of an accidental loss will report the loss through command or supervisory channels.

b. All accidental injuries and illnesses requiring medical care and accidental damage will be reported through the chain-of-command. Injuries that require MEDIVAC from the training site, Supervisors will notify the TOC. The regimental /committee safety officer will notify the Camp Safety Office.

(1) All on site the medical support personnel will record injuries on the Medical Reporting Log. The committee/regiment safety coordinator will review the log for completeness and accuracy. The medical personnel will drop the log off at the Cadet Care Clinic NLT 24 Hrs after the training day.

(2) The committees/regiments/sections will immediately alert the TOC of all serious injuries utilizing the Telephonic Accident/Injury Report form (TAB 7, FIGURE K-1). The information on the report is considered preliminary data and is not meant to take the place of the Abbreviated Ground Accident Report (AGAR).

(3) The Safety Office will complete the AGAR. The injury site personnel and cadet will provide follow up information. Once complete, the Safety office will provide feedback to the injury site personnel.

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c. The Camp Safety Office will maintain the Accident/Injury Report in accordance with AR 25-400-2, along with other information related to the respective accidents and its investigation and related material.

d. In the event of an accident, the senior person present will take charge, oversee evacuation of injured, and secure the site until released by the safety investigator.

e. Regimental/committee Safety Coordinator will:

(1) Ensure all injuries are recorded on the Medical Reporting Log and serious injuries, that require MEDIVAC, are called into the TOC.

(2) Maintain summaries and tabulations of accidental losses for periodic presentation and review by the Commander.

(3) Implement corrective measures that are identified by the Agars investigation process.

f. In the event of any confirmed or suspected Class A (fatality or cost damage >\$1,000,000) or a Class B (Permanent partial disability or cost damage > \$200,000 but < \$1,000,000 accident reported to Advanced Camp, (IAW AR 385-40), the Committee Chief/Regimental Commander or their representative will:

(1) Ensure all appropriate life-saving actions.

(2) Identify and control or isolate potential further hazards at the site.

(3) Place a guard at the site to protect the public, safeguard Army property, and prevent disturbance of the site. After rescue operations are completed and environmental or accidental loss hazards are controlled, the Commander will preserve the site intact until the president of the accident investigation board releases it. If the site must be disturbed (for safety, traffic control, or other overriding reasons) the Commander will ensure the entire site is photographed (with other than self-developing film when possible). This duty may be passed to the Commander of the responsible unit, after coordination of the transfer of responsibility.

(4) Identify witnesses.

(5) Notify the Camp Commander and the camp TOC. The TOC will notify the Safety Office.

g. In the event of any confirmed or suspected Class A or B accident involving Advanced Camp, personnel, operations, or equipment, the Camp Commander or his representative will:

(1) Secure the accident site and keep it secured until released by the appointed safety investigator(s).

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(2) Promptly direct qualified medical personnel to draw body fluid samples (blood and urine) from all personnel directly involved in the accident and safeguard the samples.

(3) Direct the Unit Safety Coordinator to investigate the accident for prevention purposes, unless higher headquarters appoints a special safety investigator.

(4) Document any wreckage or evidence removed from the site, whether it is adequately secured, and provides its location and custodian to the safety investigator.

(5) Pull, seal, and protect records (personnel, medical, training, equipment and maintenance) for all involved people and equipment, and provide to the safety investigator(s) on request. Maintain security until the safety investigator(s) release the records.

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ACCIDENT INVESTIGATION AND REPORTING PROCEDURES ACCIDENT/INJURY REPORT

PURPOSE: To provide a record of information concerning accidents or injuries involving Advanced Camp personnel.

PROCEDURE: Record the information as provided to the TOC from the committee of regiment using the information prompts provided below. A copy of this form will be retained with the daily log (DA 1594).

1. How is the report rendered? Radio or Telephone or Hand Carried
2. Date/Time of Injury or Accident: _____
3. Category of person(s) involved: MALE FEMALE
 CADETS/OCS
 MILITARY
 CIVILIAN
4. Regt/Comm/Sect: _____
5. Rank/Full Name of person(s) involved:
6. Committee site (where the incident occurred): _____
7. Type of injury or damage (brief description):
8. Circumstances (brief description of cause):
9. Host Institution (if injured party is cadet): _____
If OCS, what state? _____
- 10 Status of Individual:

 Treated on site and returned to training _____
 Taken to CCC _____
 Taken to Madigan Hospital _____
11. Report submitted
by: _____ Time: _____
- 12 Emergency phone numbers:
 Range Control 967-6371/7974
 MP Desk 967-3107
 Madigan Hosp. 968-1390
 MEDIVAC 967-2427/5405
 Chief of Staff 967-1873
distr.: SGS, Safety, Cmdt of Cadets, TOC files, Cadet Personnel, CCC

FIGURE K-1

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TAB B INSPECTIONS

1. **PURPOSE.** To establish procedures and proponents for conducting and documenting safety inspections.
2. **APPLICABILITY.** This figure applies to all sections for both garrison and field operations.
3. **GENERAL.** Inspections are the primary tools for identifying system defects or hazards, before the defects or hazards turn into property damage, injury, or mission impairment.
4. **RESPONSIBILITIES.**
 - a. Supervisors will inspect the operations, facilities, equipment, and material they control. They have the responsibility to identify and work for correction of identified hazards.
 - b. The Regimental/Committee Safety Coordinator will:
 - (1) Inspect all facilities belonging to or operated by the regiment/committee monthly following the guidelines for Standard Army Safety and Occupational Health Inspections (SASOHI) in AR 385-10.
 - (2) Inspect regimental/committee facilities prior to occupancy by cadets.
 - (3) Select target areas of regimental/committee operations, facilities, equipment, or material for a no-notice inspection at least weekly, coordinating access with responsible supervisors.
 - (4) Monitor the unit as time allows for correctable hazards that may affect mission accomplishment.
 - (5) Assess relative risks based on experience and knowledge, and using the METT-T or other analysis factors.
 - (6) Identify assessed problems, facts, and recommendations to the appropriate supervisor or Commander.
5. **DOCUMENTATION.** The regimental/committee Safety Coordinator will document all inspections and enter identified hazards on the Risk Assessment Management Program Countermeasure Worksheet (FIGURE K-2).
6. **FOLLOW-UPS.** Identified hazards that cannot be corrected on the spot will be tracked to completion.
7. Surveys and inspections are the single critical element regimental/committee Safety Coordinators will normally employ in their functional role at Advanced Camp.

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TAB C HAZARD REPORTING/CONTROL PROCESS

1. **PURPOSE.** To outline policies and procedures for hazard reporting at Advanced Camp utilizing Risk Assessment Management Program Countermeasure Worksheet (FIGURE K-2). 2. **APPLICABILITY.** This figure applies to all sections at Advanced Camp.

2. HAZARD REPORTING.

a. All soldiers and cadets will correct identified hazards if they are capable of doing so without endangering themselves or others.

b. Where soldiers and cadets cannot correct a hazard, they will report informally to their supervisors or to the regiment/committee Safety Coordinator. Such reports may also be submitted directly to the Camp Safety Office or other appropriate points within the command.

c. A formal method of reporting of unsafe or unhealthful working conditions is the completion of DA Form 4755 (Employee Report of Alleged Unsafe or Unhealthful Working Conditions). Normally reports will be signed. However, anonymous reports will be investigated in the same manner as those signed. Submission may be made directly to the Camp Safety Office or through supervisory and command channels.

d. All hazard reports will be investigated, and the originator (if known) will be notified in writing within 10 working days of receipt of the report. Notification will include the results of the investigation or an interim response of actions taken or anticipated.

e. If investigation determines that a hazardous condition does not exist, the reply to the soldier will include the basis for that determination and a point of contact for further explanation.

f. Hazard Reporting Appeal Process.

(1) The originator, if dissatisfied with the reply, may appeal in accordance with the appeal process below:

(a) Soldier or cadet will notify the Camp Safety Office of the desire to appeal and the basis of the appeal.

(b) The Camp Safety Office will review the appeal and make a determination as to the validity of the appeal. The Camp Safety Office will seek guidance from the Installation Safety Office.

1 If the appeal is valid: The Camp Safety Office will implement controls to correct the situation.

2 If the appeal is not validated: The appeal will be forwarded to the Camp Commander for review.

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(2) The Camp Commander will review appeal and make a final disposition. The originator may be required to present their appeal to the Camp Commander.

3. HAZARD CONTROL PROCESS.

a. Identify the Hazards. Hazards are a potential source of danger, which may cause injury, damage or mission degradation. They may be encountered during training or other activities and include such obvious things as weather, terrain, weapons and equipment. Hazards can also be less obvious, such as a stream that appears shallow, but is actually deep in some places. Record identified hazards on a Risk Assessment Management Program Countermeasure Worksheet.

b. Hazard Inventory. The Committees/Regiments/Sections and the Camp Safety Office will assess identified hazards and file them on site utilizing the Advance Camp Risk Assessment Worksheet (FIGURE K-2).

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TAB D RISK MANAGEMENT PROCESS

1. **PURPOSE.** To identify the tactical risk management program for accident prevention in both the Advanced Camp garrison and training operations.
2. **APPLICABILITY.** This figure applies to all sections of Advanced Camp.
3. **GENERAL.** The Camp Safety Office provides risk management instruction materials for training all Advanced Camp personnel in principles and techniques of risk management. The Risk Assessment Management Program (CC Reg. 145-3) provides leaders with a systematic approach to controlling and reducing risk. It is a process which requires leaders to identify hazards or risks associated with training events, minimize or control these risks and weigh them against overall training value. Leaders will conduct risk assessments whether formally, during the planning process of a training event, or informally, while making a hasty plan. All training and activities require risk assessment.
4. **GUIDANCE.**
 - a. Integrate risk management into all training and activities from concept through termination.
 - b. Accept no unnecessary risk.
 - c. Make risk decisions at the proper level.
 - d. Document risk decisions.
5. **RESPONSIBILITIES.**
 - a. **The Camp Commander will:**
 - (1) Establish a tactical risk assessment program and include accidental threat analysis as part of operational planning.
 - (2) Develop countermeasures for identified accident threats. Include countermeasures as part of all applicable operational guidance.
 - b. **Chief, Camp Safety will:**
 - (1) Serve as principal advisor and exercise staff supervision within the command for all matters relating to safety and occupational health.
 - (2) Provide appropriate level risk management education and training to leaders and planners in the organization.
 - (3) Provide information to the camp staff, regiments and committees to assist in creating the best assessment of accidental threats.
 - c. **Camp Training Division:**

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(1) Apply the tactical risk assessment program doctrine, providing policy, guidance, and analysis tools in the mission planning process.

(2) Ensure all leaders and supervisors are proficient in the concepts and use of risk assessment techniques for tactical operation planning.

6. **PROCESS.**

a. **Step 1. Identify Hazards.**

(1) A hazard is an actual or potential condition where the following can occur due to exposure to the hazard:

- Injury, illness, or death of personnel.
- Damage to or loss of equipment and property.
- Mission degradation.

Hazards are sources of danger or risks. Hazards are found in all operational environments. Base support operations and training present unique hazards for units involved in these kinds of mission. Hazards are identified during the first four steps of the military decision-making process: mission receipt, mission analysis, COA development, and COA analysis.

(2) The ability of unit leaders and staffs to identify hazards is key. One reality of today's missions is that the aspects of a hazard can change rapidly. Things of little risk initially can quickly become major threats due to unforeseen natural or man-made events. Leaders should be aware of this possibility. Complacency to the fact that existing controls may not continue to control hazards in rapidly changing situations should be viewed as a hazard itself.

(3) The factors of METT-T provide a sound framework for identifying hazards when planning, preparing, and executing operations. When applying risk management to METT-T during mission analysis, leaders and staffs should look for hazards that affect both tactical and accident risks. They must identify all hazards that may present significant risks to the mission.

b. **Step 2. Assess Hazards.**

(1) Assessing the hazards completes the risk assessment. Risk is the chance of hazard or bad consequences. This step examines each hazard in terms of probability and severity to determine the risk level of one or more hazardous incidents that can result from exposure to the hazard. This step is conducted during three steps of the military decision making process -- mission analysis, COA development, and COA analysis. This step is also conducted after controls are developed.

(2) The incident must be credible in that it must have a reasonable expectation of happening. The end result is an estimate of risk from each hazard that cannot be eliminated. Leaders may need to assess the operations' impact on the environment. This step is conducted in three substeps.

(a) Substep A. Leaders and staffs assess each hazard in relation to probability of a hazard incident. The probability levels estimated for each hazard may

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be based on the mission, COAs being developed and analyzed, or frequency of a similar event. FIGURE K-3 provides a summary of the five degrees of probability.

(b) Substep B. This step addresses the severity of each hazard. It is expressed in terms of--

- Degree of injury or illness.
- Loss of or damage to equipment or property.
- Environmental damage.
- Other mission-impairing factors.

The degree of severity estimated for each hazard may be based on knowledge of the results of similar past events. TAB 5, FIGURE K-3 provides a summary of the four degrees of hazard severity.

(c) Substep C. In this substep leaders and staffs expand what they understand about probable hazardous incidents into estimates of levels of risk for each identified hazard and an estimate of the overall risk for the operation. Estimating risk follows the examining the outcomes of Substeps A and B; that is, both the probability and severity of hazardous incidents. This substep is more art than science. Much depends on the use of historical lessons learned, intuitive analysis, experience, and judgment. Uncertainty can arise in the assessment of both the probability and severity of a hazardous incident. Uncertainty results from unknowns about a situation; from incomplete, inaccurate, undependable, or contradictory information; and from unforeseen circumstances. Therefore, assessment of risk requires good judgment. The Risk Assessment Matrix in TAB 5, FIGURE K-3 is a standardized matrix that can be used to assist in this process. Leaders and staffs enter the estimated degree of severity and probability for each hazard in Substeps A and B from the severity row and probability column, respectively. The point where the severity row and probability columns intersect defines the level of risk.

c. **Step 3.** Develop Controls and Make Risk Decisions

(1) This step is accomplished in two substeps: develop controls and make risk decisions.

(a) Substep A. After assessing each hazard, leaders develop one or more controls that either eliminate the hazard or reduce risk (probability and/or severity) of a hazardous incident. Controls can take many forms, but fall into three basic categories -- educational controls, physical controls, and avoidance. To be effective each control developed must meet the following criteria: suitability, feasibility, and acceptability. Once the responsible leader develops and accepts controls, he determines the residual risk associated with each hazard and the overall residual risk for the mission. (Residual risk is the risk remaining after controls have been selected for the hazard.)

(b) Substep B. A key element of the risk decision is determining if the risk is justified. The commander must compare and balance the risk against mission expectations. He alone decides if controls are sufficient and acceptable and whether to accept the resulting residual risk.

d. **Step 4.** Implement Controls. Leaders and staffs ensure that controls are integrated into Sops, written and verbal orders, mission briefings, and staff estimates.

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e. Supervise and evaluate. During mission preparation and execution, leaders must ensure that their subordinates understand how to execute risk controls. Leaders continuously assess risks during the conduct of operations. Leaders maintain situational awareness and guard against complacency to ensure that risk control standards are not relaxed or violated.

7. RAMP Approval Authorities.

- a. Extremely High Risk (E). Cadet Command personnel will not conduct extremely high-risk training.
- b. High Risk (H). Camp Commander.
- c. Moderate Risk (M). Camp (Region) Commander; may delegate to the Deputy Camp Commander and/or Commandant of Cadets (Regiments).
- d. Low Risk (L). Regimental Commander / Training Assess Counsel (TAC) Officer of Committee Chief. May be delegated to the Second in Charge of the regiment or committee.

8. Leadership Decision Considerations.

- a. Safe training is no accident.
- b. Risk management is not complete risk elimination.
- c. We must perceive potential risk.
- d. Assess its impact on operations.
- e. Take action to reduce or eliminate the risk.
- f. Decide when and where some risk is prudent.
- g. Supervise to succeed.
- h. Train the cadets to do likewise.

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RISK MANAGEMENT COUNTERMEASURE WORKSHEET

Committee/Event: _____ Date: _____

Location: _____ Time: _____

The following actions have been taken or procedures will be implemented and supervised to eliminate or reduce risk.

Hazard

Countermeasure

RESULTING OVERALL RISK OF INJURY: E H M L OF DAMAGE: E H M L

Actions to be taken in response to severe weather warning, high wet bulb temperature notification or other safety notification.

Person Making Assessment: _____

Reviewed/Approved by Commander/Committee Chief: _____

Figure K-2

SECTION K - SAFETY

FIGURE K-3 - RISK ASSESSMENT MATRIX

	P R O B A B I L I T Y				
	Frequent	Likely	Occasional	Seldom	Unlikely
Severity					
Catastrophic	EXTREME	EXTREME	High	High	Moderate
Critical	EXTREME	High	High	Moderate	Low
Marginal	Hgh	Moderate	Moderate	Low	Low
Negligible	Moderate	Low	Low	Low	Low

Hazard Probability

FREQUENT (*occurs very often, continuously experienced*)

Single Item	Occurs often in service life. Expected to occur several times over duration of a specific mission or operation. Always occurs.
Inventory of Items	Occurs continuously during a specific mission or operation, or over a service life experienced
Individual Person	Occurs very often in career. Expected to occur several times during mission or operation. Always occurs.
All Persons Exposed	Occurs continuously during a specific mission or operation.

LIKELY (*Occurs several times*)

Single Item	Occurs several times in service life. Expected to occur during a specific mission or operation.
Inventory of Items	Occurs at a high rate, but experienced intermittently (regular intervals, generally often)
Individual Person	Occurs several times in career. Expected to occur during a specific mission or operation.
All Persons Exposed	Occurs at a high rate, but experienced intermittently.

OCCASIONAL (*occurs sporadically*)

Single Item	Occurs some time in service life. May occur about as often as not during a specific mission or operation.
Inventory of Items	Occurs several times in life of system
Individual Person	Occurs some time in career. May occur during a specific mission or operation, but not often
All Persons Exposed	Occurs sporadically (irregularly, sparsely, or sometimes).

SECTION K - SAFETY

SELDOM *(Remotely possible; could occur at some time)*

Single Item	Occurs in service life, but remotely possible. Not expected to occur during a specific mission or operation.
Inventory of Items	Occurs in isolated incidents. Possible to occur some time in service life, but rarely. Usually does not occur.
Individual Person	Occurs as isolated incident during a career. Remotely possible, but not expected to occur during a specific mission or operation.
All Persons Exposed	Occurs rarely within exposed population as isolated incidents.

UNLIKELY *Can assume will not occur, but not impossible)*

Single Item	Occurrence not impossible, but can assume will almost never occur in service life. Can assume will not occur during a specific mission or operation.
Inventory of Items	Occurs very rarely (almost never or improbable). Incidents may occur over service life.
Individual Person	Occurrence not impossible, but may assume will not occur in career or during a specific mission or operation.
All Persons Exposed	Occurs very rarely, but not impossible.

Hazard Severity

CATASTROPHIC

Loss of ability to accomplish the mission or mission failure. Death or permanent total disability (accident risk). Loss of major or mission-critical system or equipment. Major property (facility) damage. Severe environmental damage. Mission-critical security failure. Unacceptable collateral damage.

CRITICAL

Significantly (severely) degraded mission capability or unit readiness. Permanent partial disability, temporary total disability exceeding 3 months time (accident risk). Extensive (major) damage to equipment or systems. Significant damage to property or the environment. Security failure. Significant collateral damage.

MARGINAL

Degraded mission capability or unit readiness. Minor damage to equipment or systems, property, or the environment. Lost day due to injury or illness not exceeding 3 months (accident risk). Minor damage to property or the environment

NEGLIGIBLE

Little or no adverse impact on mission capability. First aid or minor medical treatment (accident risk). Slight equipment or system damage, but fully functional and serviceable. Little or no property or environmental damage.

FIGURE K-3 (CONT.)

SECTION K - SAFETY

FIGURE K-4 - RISK ASSESSMENT MANAGEMENT WORKSHEET

RISK ASSESSMENT MANAGEMENT PROGRAM ASSESSMENT WORKSHEET

(To be completed daily, update as conditions change)

Committee/Event: _____ Date: _____

Location: _____ Time: _____

WEATHER

Severe Weather Warning
Humidity
Precipitation
Temperature

EQUIPMENT

E H M L
E H M L
E H M L
E H M L
E H M L
E H M L

Bleachers
Vehicles
Weapons

E H M L
E H M L
E H M L
E H M L
E H M L
E H M L

TRAINING FACILITY/AREA

Physical condition
Terrain
Insects, animals
Poisonous plant/animal
Fire hazard
Water hazard

E H M L
E H M L
E H M L
E H M L
E H M L
E H M L
E H M L
E H M L

TYPE OF TRAINING

Static/Mobile
Tactical/Garrison
Day/Night
Easy/Difficult

E H M L
E H M L
E H M L
E H M L
E H M L
E H M L
E H M L
E H M L

TRAINER(S)

Experienced/Qualified
Rested/Unrested

TRAINEE(S)

E H M L
E H M L
E H M L
E H M L

Experience level
Rested/Unrested

E H M L
E H M L
E H M L
E H M L

OVERALL RISK OF INJURY: E H M L

RISK OF DAMAGE: E H M L

Person Making Assessment: _____

Reviewed/Approved by Commander/Committee Chief: _____

Time Called to TOC: _____

FIGURE K-4